Comhairle Contae
Átha Cliath Theas
South Dublin County Council

Plain
English
Approved by NALA

Corporate Plan
2020 / 2024

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Átha Cliath Theas

Corporate Plan
2020 / 2024

Welcome

Mission

AGM and new Mayor Election

To make our county a vibrant and

inclusive place for the people who live,

visit, work, and do business here,

now and for the future.

Playspace opening at Lucan Demsene

Foreword

The relevance and importance of corporate planning is self-evident from a brief analysis of the background and context of the most recent and current plan period.

The socio-economic backdrop to the last plan was dominated by considerations related to our emergence from our worst ever recession. Five years on, the general economic outlook is greatly improved. Doubts remain around world events, including Brexit and international trade, but the general economic outlook is significantly brighter. The national policy context, in so far as it relates to local government, is dominated by the Housing and Climate Action imperatives. They are linked by the principle of sustainability, which will dominate this organisation's policy thinking for the foreseeable future.

How we respond to current challenges will shape our future, and we are committed to responding accordingly. This includes the necessity to embrace change, promote innovation and take a leadership role in bringing communities with us. As a public body, South Dublin County Council has a responsibility to promote equality, prevent discrimination and protect the human rights of our members, employees and service users. Our approach will be fully inclusive and clearly mindful of our most vulnerable. Social and digital communications are redefining our public interactions and we must not just keep pace with these changes, but openly embrace and accommodate them, as they will define public service norms into the future.

This plan is fundamental to our commitment to improving quality of life and opportunities for everyone in this county, now and in the future. We will transparently and publicly review and report regularly on our progress over the five-year period.

Councillor Vicki Casserly,
Mayor of South Dublin County Council

Mr Daniel McLoughlin,
Chief Executive of South Dublin County Council

About this plan

Welcome to South Dublin County Council's Corporate Plan 2020 - 2024.

We hope the information we present here is useful, and that it gives you an insight into our work – what we do and how we do it. We are proud of our county, and we commit to working with our community to improve and develop South Dublin County as a happy, healthy place to live and work. We have included a glossary of terms (page 51-52). These will help you understand some of the specialist language we have to use at times, and we have highlighted these terms in **blue** in this plan, so you know you can read more about them in the full glossary.

This plan has been prepared using an organisation-wide strategic approach encompassing the various activities of the Council. The plan identifies the objectives and strategies for each of the Council's principal activities, and is designed to meet our current circumstances. It also builds in flexibility to meet the demands of a changing environment over the plan period.

The plan has been prepared in line with:
- the Local Government Act 2001, as amended,
- the Guidelines for Local Authorities in the preparation of Corporate Plans for 2019 - 2024 issued by the Department of Housing, Planning and Local Government, and
- the **National Oversight and Audit Commission** (NOAC) Report on Local Authority Corporate Plans 2015 – 2019.

It also takes into account existing policies and objectives set out in earlier documents prepared by the Council under the Local Government Act 2001, as amended.

This plan provides a clear link between the Council's Annual Service Delivery Plans, the budgetary process, the **Performance Management and Development System** (PMDS) for our staff, the audit system and the Chief Executive's monthly progress report.

Yearly reviews

At the end of each year of this plan, the Corporate Policy Group, working with the Executive, will review the achievements and assess the progress made on implementing the corporate plan. We will send a report for all Councillors to review before we publish it in the Annual Report.

How we will communicate with you

Each year, we will send a copy of the annual service delivery plan to every household in South Dublin County. The service delivery plan will detail our commitments and plans for the year ahead. We will also publish the Chief Executive's Monthly Report and the Annual Report on the Council's website www.sdcc.ie, and copies of both will be available from local libraries.

Social Inclusion Festival Celebration

Meath

Fingal

Dublin City

South Dublin

Kildare

Wicklow

N W E S

Lucan

Liffey Valley

Palmerstown

Weston Aerodrome

Lucan Adamstown

Griffeen Valley Park

Palmerstown-Fontill

Clonburris

Grange Castle

Grange Castle Golf Course

Corkagh Park

Clondalkin

Walkinstown

M50

Rathfarnham-Templeogue

Newcastle

Baldonnel Aerodrome

Tymon Park

Templeogue

Rathfarnham

Tallaght Central

Tallaght

Dodder Valley Park

Ballyroan

Clondalkin

Saggart

Knocklyon

Rathcoole

Firhouse

M50

Bohernabreena

Dunlaoghaire Rathdown

Tallaght South

N81

Brittas

Firhouse-Bohernabreena

Kildare

N7

N4

Wicklow

Legend

| Population Centres |
| Aerodromes |
| Motorway |
| Major Roads |
| Local Roads |
| Grand Canal |
| Railway Line |
| Luas Line |
| Rivers |
| Regional Parks |
| County Boundary |

Local Electoral Areas

- Clondalkin
- Firhouse-Bohernabreena
- Lucan
- Palmerstown Fonthill
- Rathfarnham - Templeogue
- Tallaght Central
- Tallaght South

0 1.25 2.5 5 7.5 10 Kilometers

9

10

About South Dublin County

How big is the South Dublin County Council area?

South Dublin County Council covers an area of about 223 square kilometres. It is bounded by Dublin City to the northeast, the Dublin mountains and County Wicklow to the south, the River Liffey to the north separating it from Fingal and County Kildare to the west.

What is the breakdown of the population?

The county has a population of 278,767 people living in 92,363 homes according to the 2016 census. This represents just over a 5 per cent population increase from the previous census in 2011. This is higher than the national population increase of just under 4 per cent, and is about equal with the level of growth in Dublin City.

The county is a significant contributor to Dublin's economy, with more people working in the county (84,627) than leaving it for work (55,870 people).

Age profile

The average age of people living in the county is 35.5 years, younger than the average for Leinster (36.6), Dublin City (37.9) and the State (37.4).

Although the county has a young age profile, there is an increasing number of older people living in the county, with a 34 per cent increase in people aged 65 and over since the 2011 census.

Homeownership

The homeownership rate is the second highest of the Dublin region at 68 per cent.

Non-Irish nationals

Non-Irish nationals make up about 11 per cent of the population (30,939), which is about half the number since 2011.

What is the make-up of the Council?

The Council is made up of 40 elected members spread across seven electoral areas. The Mayor is elected by the elected members every year. Along with the Corporate Policy Group, six Strategic Policy Committees develop and recommend policy to the Council. Committees are made up of elected members and representatives of the business, farming, environment, community and trade union sectors.

How do we link with the community?

The Council has strong links with the community and the local development sector through the Public Participation Network (PPN) and the Local Community Development Committee (LCDC). These links ensure citizen engagement, and governance and oversight of community expenditure (spending) from national sources.

AGM and new Mayor Election

Shackleton Open Space, Adamstown

Our principal services

We have five service areas as follows:

1 **Economic, enterprise and tourism development**
- Economic development and promotion of the county for investment
- Enterprise development and supports
- Asset management
- Library services, the arts office and cultural infrastructure
- County promotion and tourism development

2 **Land use, planning and transportation**
- Development management
- Forward Planning
- Roads construction and maintenance
- Traffic management
- Public lighting
- Building control
- Heritage and conservation promotion

3 **Housing, social and community development**
- Social housing programme
- Housing allocations, maintenance and refurbishment
- Social services, estate management and community development
- Age-friendly and social inclusion initiatives
- Sports programmes and health and wellbeing initiatives

4 **Environment, water and climate change**
- Climate change mitigation and adaptation
- Major emergency management
- Waste and enforcement
- Water and drainage services
- Veterinary services
- Public realm management and maintenance

5 **Organisational capacity and accountability**
- Corporate services
- Human resource management
- Financial management
- Information and communication technologies
- Architectural services
- Legal services

Our core values

Councillors and staff of South Dublin County Council will be guided by these six core values which underpin all our activities.

Customer service

We are committed to providing an accessible, courteous, consistent, impartial and responsive service. We will operate a citizens' charter including a complaints and redress system to support this commitment.

Sustainability

We will act in a responsible, sustainable way regarding finance, the environment, community affairs and socio-economic issues. Sustainability means meeting the needs of people today without harming the ability to meet the needs of future generations.

Inclusiveness, equality and accessibility

We will prioritise social inclusion, equality of access and opportunity, and the needs of the most vulnerable people in society when we design and deliver services.

Innovation, creativity and diversity

We will look at new, creative and different ways to deliver services and solve problems, and will encourage the people, groups and organisations we work with to do the same.

Accountability and transparency

We will communicate clearly and openly with people, and we will be transparent in all our decision-making.

Value for money

We will use our resources efficiently, and we will continually review and evaluate our performance.

These teams work together to address the challenges of climate mitigation, climate adaptation and carbon-free sustainable energy.

Integration Strategy

Working together
- Cross-cutting themes and collaboration

During the consultation on this corporate plan, several themes emerged that are cross-cutting in nature – that is, they involve all departments of the Council, and are not just the responsibility of one department or section. The work on these themes will require co-operation between our departments and stakeholders to support the best outcomes for everybody.

The six themes we identified are as follows:

Quality service delivery

The opportunities created by technological advances enable us to improve how we deliver our services. Our focus will be on continually improving the quality of customer service, making services more accessible by using the advances in technology, listening more to service users' feedback, and ensuring value for money.

Climate change mitigation and adaptation

Delivering the Council's Climate Change Action Plan demands a whole-of-council approach, as climate actions involve several departments and sections within the Council. As a result, we have established climate action teams across the whole organisation. These teams work together to address the challenges of climate mitigation, climate adaptation and carbon-free sustainable energy.

Economic development

Supporting the economic development of South Dublin County is at the heart of everything we do. We work to facilitate investment and enterprise, which helps to create sustainable employment, which, in turn, supports our communities and contributes to the competitive urban economy within the capital.

Social inclusion, equality and human rights

Social inclusion and integration create a fair society where everyone is accepted for who they are. Everyone can take part in society without having to give up their cultural identity. Promoting these principles is important ongoing work for the Council.

It is also a reality that increasing diversity presents real challenges to service providers, and we will take a corporate-wide approach to address these. A human rights and equality framework is presented in detail in Appendix 1 on page 33-34, which the Council will continue to develop and report on progress in our annual report, throughout the lifetime of this plan.

Citizen engagement

Engaging with the people who live in this county and those who use Council services will remain a major consideration in the design and delivery of our services. This helps us to ensure that our services meet the needs of the county and its citizens. We will continue to develop new ways to engage with our citizens in order to build civic capacity and support community leadership.

Health and well-being

The Council actively supports the Healthy Ireland goals (national health policy goals) where health and well-being are valued and supported at every level of society. As a local authority, we can support the health and well-being goals in a meaningful way through our work in inclusion, arts, cultural and recreational activities, library services, employment creation and enterprise support, housing supply, community, sports and leisure services and facilities.

Our operating environment

Our operating environment is about the external environment we work in. It is influenced and controlled by social and economic issues, and by legal requirements and regulations. All of the following areas impact on how we plan and how we carry out our work.

Legal and regulatory requirements

Some important pieces of legislation have been enacted in recent years that impact across the whole organisation. We need to ensure that we comply with this legislation which affects important areas including child safeguarding, data protection, procurement, human rights and equality, lobbying and protected disclosures. These recent laws are in addition to many others for which the organisation has a role in monitoring, controlling and enforcing.

Financial considerations

At the time this plan was being prepared, the Council's finances were strong due to a €35 million (16 per cent) increase in the annual budget between 2015 and 2020, as well as strong economic growth nationally. However, the economic future is uncertain – particularly due to Brexit and growing uncertainties about international trade. This means we must maintain a focus on building competitiveness and managing our finances sustainably.

Political factors

The 2019 Boundary Commission's recommendations (related to the border between North and the Republic of Ireland) meant an increase in the number of local electoral areas from six to seven, and, therefore, the boundaries changed for most of the areas. Following the local elections in 2019, we welcomed 17 new councillors to the Council, which raised our total number of councillors to 40.

New regional government structures were created in 2015 when three national Regional Assemblies were established. Regional Assemblies consist of members of the local authorities within a specific region. The Eastern and Midland Regional Assembly has 35 members and covers the county councils of Dun Laoghaire-Rathdown, Fingal, Kildare, Laois, Longford, Louth, Meath, Offaly, South Dublin, Westmeath and Wicklow, and Dublin City Council.

Democracy is supported through the ongoing work of the Local Community Development Committee, the Public Participation Network and through local innovations such as the Council's participatory budgeting initiative (300K Have Your Say).

Socio-economic influences

During the consultation process for this plan, there was a significant focus on social and economic aspects of life of South Dublin County. The biggest priorities identified include:
- addressing homelessness,
- building homes, and
- building communities that create safe environments for everyone, improves people's quality of life and create urban vitality.

There was also a strong focus on:
- supporting the needs of older people and children, and
- actively preventing social exclusion.

The significant housing construction programme that is underway, as well as the planned development in the Adamstown and Clonburris strategic development zones, presents opportunities for us to develop best practice in creating safe and sustainable communities. Continued expansion of Grangecastle Business Park and innovative approaches to supporting sustainable development, such as the district heating programme, demonstrate how the Council works to control investment to create additional economic opportunities within the county. The district heating programme will provide a low-carbon heat supply for customers in Tallaght.

The Council also plays a critical role in improving integrated working relationships between local communities and service providers. We do this through our membership of the Local Community Development Committee and our support for the delivery of the Local Economic and Community Plan.

Technology advances

Technological advancements have improved our efficiency and effectiveness in service delivery. For example, we can take and make electronic payments, our internal processes are improved, and we have more opportunities for engaging with citizens.

Technology has also enabled us to improve our systems in areas like:
- housing management and maintenance,
- recruitment, and
- library services

These system improvements have helped to change work practices with improved outcomes for service users. We will continue to make technology changes in other areas to support digital service delivery.

However, technology also brings greater exposure to cyber security threats. We will need to increase our resources and expert knowledge in order to manage the risk effectively.
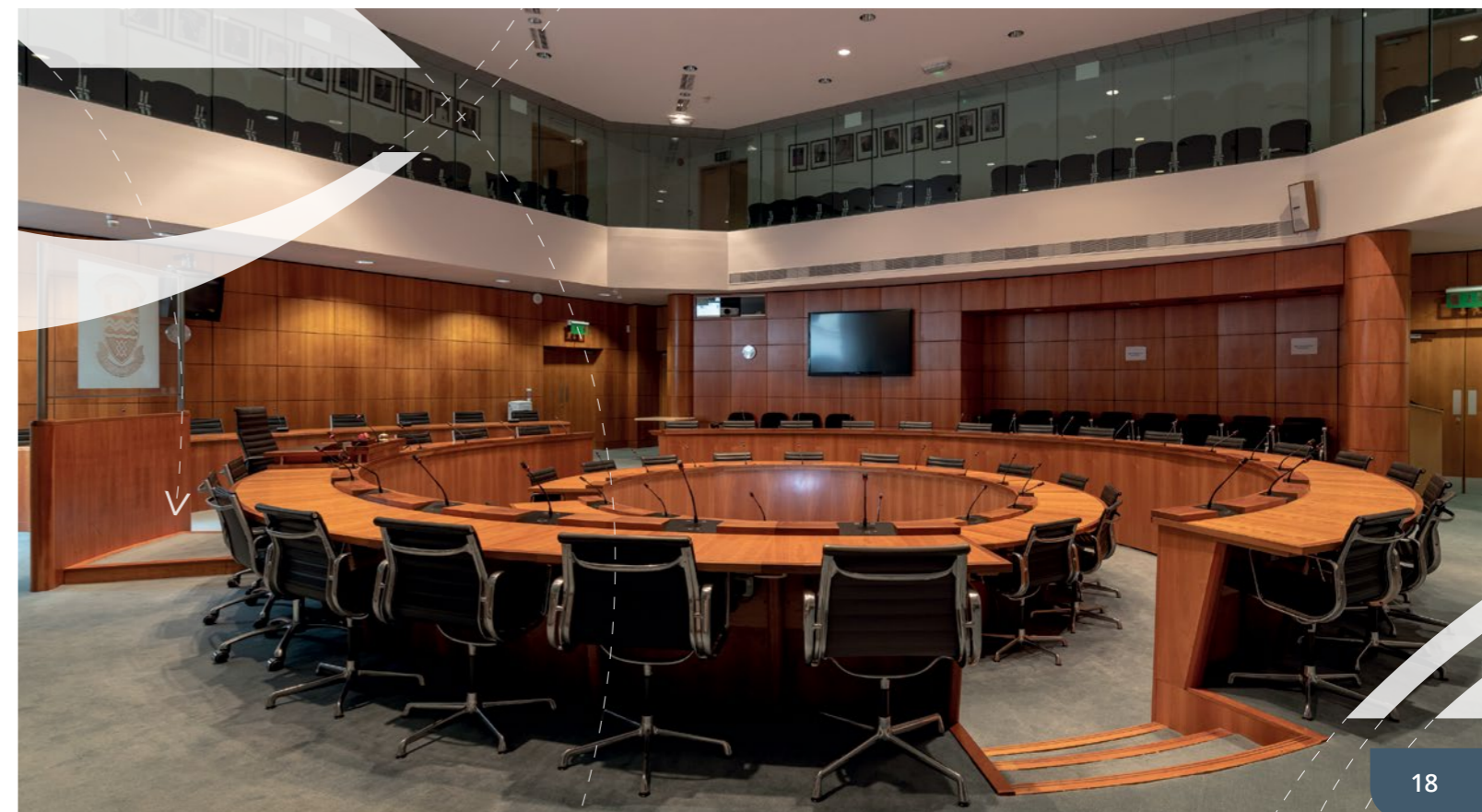
Tallaght - Council Chambers

Environmental issues

The delivery of the Council's Climate Change Action Plan will have a significant impact on all our activities in order to achieve national climate change targets. The Council has continued to improve capacity to provide timely and effective responses during severe weather.

As a local authority, we have a service level agreement with Irish Water under the Water Services (No 2) Act 2013. This means that the Council continues to provide the water service, but under the supervision and management of Irish Water. This is a significant change in how water services are provided, and it will require careful management during the lifetime of this corporate plan.

Our participation in the Eastern - Midlands Regional Waste Management Plan 2015 – 2021 will work to prevent waste, increase recycling activity and further reduce landfill. Developments such as the Grand Canal Greenway, Green Flag programmes, the LED public lighting replacement programme, and creating and supporting bio-diversity areas (areas with different plants and animals) and are all significant achievements over the last five years. These show the Council's willingness and ability to support new systems and practices that can lead to greater environmental sustainability.

Governance

The Council supports the increasing focus on openness, accountability and transparency. We do this by adopting the comprehensive governance principles and framework (including guidelines) for the sector. We are guided by these good practice guidelines when we are developing policy and awareness-raising resources. Good practice guidelines are evidenced in, for example:

- our Codes of Conduct for elected members and staff,
- the anti-fraud and corruption policy and protected disclosures policy,
- the operation of the Transparency Code under the Lobbying Act 2015,
- the compliance with the statutory Ethics Framework, and
- the publication of the expenses and allowances of the elected members.

Internal organisation

Since the lifting of the public sector recruitment embargo (ban) in 2015 for the local authority sector, the Council has had significant staff changes. In that timeframe, 38% of our workforce have retired or left; 38% have been promoted; and 45% are new recruits. These changes present challenges to:
- ongoing service delivery,
- managing staff,
- knowledge management,
- learning and development, and
- succession planning (identifying and developing new leaders).

We are working hard to respond to these challenges by implementing the People Strategy (a human resources plan for the Public Service) and by carrying out workforce planning. We are also making significant improvements in internal communications, learning and development, and performance management. We are also about to start an investment phase in our depots to improve efficiency and working conditions for our depot-based staff.

Service Level Agreements and Shared Services

South Dublin County Council has entered into a number of working agreements with other local authorities to generate significant savings and efficiencies, and to improve our capacity to deliver a more strategic and targeted service model for our local communities. For local authorities, 'service level agreements' are contracts between the local authority and another public body where the local authority carries out the work, but the other body manages it. Examples are listed below.

A 'shared service' is where work is handed over to another local authority or branch of the Public Service who look after the same work for several local authorities, making it more cost-effective.

We have working agreements in place as follows:
- HR, payroll and superannuation [pension-related matters] national shared service
- Irish Water service level agreement
- Shared services such as Kerry County Council who are the Local Government Operational Procurement Centre (LGOPC) for local authorities
- Shared public library services
- Voter.ie shared service agreement with Dublin City Council operating across the Dublin local authorities
- Fixyourstreet.ie national shared service hosted by this local authority
- Dublin Region Homeless Executive shared service operated by Dublin City Council
- Dublin Fire / Ambulance / Civil Defence Services managed by Dublin City Council for the Dublin region
- Agreement with the Dublin Metropolitan Climate Action Regional Office
- Agreement with Dublin City Council as the Eastern Midlands Waste Enforcement Regional Lead Authority
- Dublin City Council acting on behalf of the four Dublin local authorities in the public private partnership with Covanta on the Dublin Waste to Energy Limited Project
- Agreement with Dublin City Council who host the Eastern Midlands Regional Waste Management Office on behalf of the local authorities in the region
- Agreement with Offaly County Council on the National Waste Collection Permitting Office
- Service level agreement with the Food Safety Authority of Ireland

Celebrating at the Happy Pear One Year Anniversary in Clondalkin

Tallaght Stadium

High-level themes, objectives and strategies

Our plan has five high-level themes, which correspond to our service areas.

The five main themes are:

Here, we introduce each theme in turn with their associated objectives. The bullet points under each objective indicate the strategic actions needed to achieve them.

1. Economic, enterprise and tourism development

✓ Objective 1: Maintain a supportive business environment

- Continue to integrate and implement the ongoing Enterprise Strategy with the Dublin Regional Enterprise Plan and the economic element of the Local Economic and Community Plan.
- Promote the Local Enterprise Office as the first-stop shop for all business and enterprise related activity in the county.
- Roll out and implement the expanded Business Support Fund Programme agreed by the economic, enterprise and tourism development strategic policy committee, building on the various projects and unit supports in business parks in the county.
- Continue the partnership with South Dublin Chamber and other business interests in preparing and implementing an annual county-wide business support and advisory function, including the roll out of the county-wide business marketing and promotion plan.
- Continue to support sustainable business practice and opportunities in line with the 'Triple Bottom Line' principle and the County Climate Change Action Plan.
- Build on the increased interest in the Shopfront Grant scheme to encourage a further uptake of the supports offered to maximise the impact of the scheme on the streetscapes of the county.
- Progress with planning and delivery of a Tallaght-based innovation / enterprise centre.

✓ Objective 2: Support and Increase foreign direct and local investment in the county

- Together with IDA Ireland and Enterprise Ireland, manage and promote Grange Castle International Business Park, with a view to supporting existing investment and securing additional foreign direct investment and local business.
- Work with the clients currently developing projects in Grange Castle Business Park to enable them to complete and commission the buildings without delay.
- Continue to develop and improve the core business park infrastructure, including the third entrance on to the Nangor Road, and improve the Grange Castle park amenities.
- Consolidate the developed 500 acres of business park and re-examine the commercial office space with a view to providing a prominent 20-acre (or thereabouts) site to the market.
- Deliver roads and services to the additional 500 acres at Grange Castle West and actively market sites to clients that will deliver employment opportunities.

✓ Objective 3: Manage the assets of the Local Authority in a way that fully supports Economic Development

- Continue to develop an integrated property management system, which incorporates the property and other assets, and enables the effective management of property assets held by South Dublin County Council.
- Provide a fourth stand at Tallaght Stadium.
- Explore further options for developing Tallaght Stadium for sporting and other events.
- Develop a new commercial advertising, marketing and branding strategy (including digital formats), for the stadium and deliver in appropriate areas of the county.
- Develop and implement the local Digital Strategy, building on the National Broadband Strategy.

Objective 4: Maximise the contribution of Arts, Libraries, Heritage and the Irish Language to the citizen and visitor cultural experience

- Implement the Council's Arts, Cultural and Library Development Programmes, both as public services and significant contributors to economic growth and development.
- Work with the relevant people and agencies to secure the Líonraí Gaeilge (Irish language network) status for Clondalkin.
- Build on existing programmes to further integrate the activities and events in the Civic Theatre, Rua Red and the County Library as a Cultural Quarter for the county.
- Provide new libraries at North Clondalkin and Castletymon, and ensure effective operation of them in conjunction with the local community.
- Continue to provide the library service in the developing areas in the west of the county at Rathcoole as agreed with the members, in conjunction with the proposed housing developments on Council-owned lands.
- Continue to implement the South Dublin County Council Libraries Development Programme for the period 2018 – 2022, including a programme promoting library membership in the county.
- Implement programmes under Healthy Ireland, Right to Read and Work Matters in accordance with national strategies.
- Continue the pilot programme for 'Toys, Technology and Training' as part of an increased focus on ICT, and provide opportunities for those requiring additional supports.
- Promote interest in Right to Read literacy programme, STEM (Science, Technology, Engineering and Mathematics) subjects and digital learning programmes aided by Government grant funding.

Objective 5: Implement a Tourism Strategy focussed on new product and brand development

- Further progress the implementation of the Tourism Strategy, including the following tourism projects and studies:
- Clondalkin Round Tower Centre – continue to build on the success of its opening
- Rathfarnham Castle Courtyard and outbuildings – continue to develop and deliver as a tourism project
- Grand Canal Greenway, (Part 8 approved), and the proposed Canal Loop with Inland Waterways and neighbouring Authorities – identify funding for these projects.
- Dublin Mountain Tourism Flagship Project – continue to develop and deliver this project subject to planning.
- Continue to identify and promote events and festivals.
- Continue to promote opportunities on the edge of Dublin City, supporting local operators including hotels and activity and event organisers.
- Continue the positive working relationships through the Dublin Tourism Working Group with Fáilte Ireland to make the best use 'Grow Dublin' tourism project and the 'Dublin-surprising by nature' marketing concept.
- Progress the roll out the translation app (trialled in Clondalkin) for heritage walks throughout the county.

2. Land use, planning and transportation

Objective 1: Strategic planning for resilient and compact growth

- Revise the County Development Plan to meet the needs of our growing population and changing climate.
- Plan for and deliver infrastructure in support of the County Development Plan.
- Promote sustainable transport and encourage the use of public transport.
- Ensure a strong development management process to implement national planning policy at local level.
- Plan for school provision across the county.
- Proactively manage vacant land in the county to promote delivery of homes.
- Plan for, and promote, the biodiversity of the plant and animal life in our county.

Objective 2: Connect places through sustainable mobility projects

- Deliver a network of new and improved roads, cycle paths and pedestrian links.
- Provide a safe and well-maintained network of roads, public lights, traffic signals and bridge infrastructure.
- Improve traffic management.
- Improve wayfinding and signage across the county.
- Promote road safety.

Objective 3: Through the built environment, promote a sense-of-community in the different places of South Dublin

- Plan for, and co-ordinate, delivery across the county's regeneration lands (Strategic Development Zones and Local Area Plans).
- Promote design and development guidance for specific places.
- Encourage the community to become involved in planning and developing mobility projects.
- Promote a network of vibrant villages and district centres across the county.
- Successfully deliver the Local Infrastructure Housing Activation Fund projects to enable construction of new homes.
- Continue delivery of the county-wide LED public lighting upgrade programme. [Lighting that uses a lot less energy.]
- Deliver architectural conservation projects to protect and enhance our architectural heritage.
- Support and encourage the taking-in-charge of new housing estates and roads.
- Ensure efficient operations through managing our regulatory licensing, claims and enforcement functions.

Kiltipper Park

3. Housing, social and community development

☑ **Objective 1: Deliver quality social and affordable housing across the county to meet housing needs**

- Progress a range of housing developments to suit mixed incomes on our zoned housing land.
- Continue to examine and progress social housing construction opportunities to:
  - meet the housing needs of homeless people,
  - ensure appropriate housing provision for disabled people, and
  - deliver older people's accommodation in the most suitable locations.
- Implement our Traveller accommodation programme 2019 – 2024.
- Use our partnerships with Approved Housing Bodies and the private sector to maximise housing delivery for rental and purchase.
- Plan our housing delivery in line with:
  - Dublin Local Authorities' Housing Needs Demand Assessment
  - Best practice and innovation in building and home energy performance
  - Sustainable and inclusive community building.

☑ **Objective 2: Provide optimal and innovative housing management, supports and regulation for better tenures, tenancies and estates**

- Continue to implement prevention, protection and progression strategies for homeless people.
- Use the online integrated housing system to maximise customer service, stock management and organisational efficiency.
- Operate a research and evidence-based 'rightsizing strategy' for older people in under-occupied housing in conjunction with a revised housing-transfer policy.
- Invest in planned maintenance and energy efficiency of our housing stock.

- Provide focused estate management supports and interventions.
- Implement affordable housing and loan schemes in line with national policy.
- Support private rented tenancies through inspections and Housing Assistance Payments.

☑ **Objective 3: Lead inclusion, equality and interagency initiatives for integrated and socially connected communities**

- Implement social inclusion and migrant integration programmes.
- Improve our range of age-friendly initiatives to make a meaningful difference to older people's lives, including developing and implementing a new County Age-friendly Strategy.
- Promote safer communities through the Joint Policing Committee and local police forums in partnership with An Garda Síochána, and tackle antisocial behaviour in our housing estates.
- Maximise support for and engagement with our rural communities, including through LEADER. (LEADER is a national programme provided by the Department of Rural and Community Development to support rural communities and local businesses.)
- Support young people and children through the work of CYPSC (Children and Young People's Services Committees) and Comhairle na nÓg (youth council giving young people, under 18, a voice on local services and policies).
- Deliver skills programmes and suitable supports for Travellers.
- Promote equality of access and service for all.

☑ **Objective 4: Lead a healthy, active and participative county**

- Positively influence the quality of life in our county by leading and promoting community development, health, well-being, recreation and activity.

- Make the Local Community Development Committee the community development leadership platform in the county.
- Redefine our community objectives through consultation with the public, and renew the Local Economic and Community Plan as a dynamic implementation plan.
- Maximise the impact of community centres and groups through grants and events.
- Lead a healthy county framework aligned with

Healthy South Dublin themes for physical and mental health improvements.
- Support and expand our collaborative health and well-being programme to increase community health awareness across our departments.
- Develop and implement a county sports plan to maximise promotion, development participation, inclusion and physical awareness.
- Maximise the range and use of sports and community facilities.

Tymon Park

4.Environment, water and climate change

Objective 1: Create a sustainable low carbon and climate-resilient county

- Deliver the South Dublin County Council Climate Change Action Plan 2019 - 2024.
- Work to increase energy efficiency and reduce greenhouse gas emissions in South Dublin County Council buildings and work sites.
- Deliver on our commitments under the Climate Action Charter for Local Authorities.
- Support the Climate Action Regional Office, and work together with the Dublin Local Authorities to deliver Climate Action Plans.
- Improve the resilience of the county, by working with the Office of Public Works, to put flood defence schemes in place.
- Implement a surface water network improvement programme and include sustainable drainage systems to address storm water flooding.
- Implement the major emergency planning framework to make the county more resilient and better able to deal with severe weather and other events.
- Engage with communities and businesses to reduce greenhouse gas emissions (such as carbon dioxide and methane) across the county and increase the uptake of renewable energies.
- Incorporate the principle of environmental sustainability and climate action in policy-making and implementation programmes.
- Maintain our fleet of vehicles and implement a vehicle and plant decarbonisation programme.
- Develop partnerships with Technology University Dublin, University Hospital Tallaght and government services to achieve a reduction in greenhouse gas emissions and improve energy efficiency targets.
- Provide leadership and training for communities and businesses to develop skills, promote learning and build knowledge on climate change and environmental sustainability.

Objective 2: Improve the visual appearance of our county in the interest of economic and social development

- Implement the Litter Management Plan 2020 – 2024.
- Take part in the National Litter Pollution Monitoring System.
- Deliver environmental awareness programmes to communities and businesses and support Tidy Towns and PURE (Protecting Uplands and Rural Environments - environmental project established to combat illegal dumping / fly-tipping in the Wicklow / Dublin uplands) project initiatives.
- Implement and manage a scheduled street cleaning programme.
- Implement a planned public spaces maintenance and improvement works programme.
- Deliver a public spaces visual improvement plan for approach roads in the county.
- Review and implement the tree management strategy. Deliver the current multi-annual tree management programme of pruning trees and the removing dangerous trees if necessary.
- Manage and implement the Burial Grounds Strategy.
- Maintain the Derelict Sites Register (list) and implement the provisions of the Derelict Sites Act and Sanitary Services Act in relation to derelict, dangerous and vacant buildings.

Objective 3: Support a Green Infrastructure Network across the county to provide a shared space for amenity, recreation, biodiversity protection, flood management and adaptation to climate change

- Develop a green infrastructure strategy for the county. (This will improve the environment.)
- Promote access to nature and green spaces, play, and active recreation opportunities.
- Develop a parks and open space strategy for the county.

- Deliver a sports pitch strategy for the county and implement recommendations.
- Manage our parks and open spaces to protect ecological resources, and provide a sustainable balance of active and passive recreation.
- Support the sustainable development of greenways and blueways and provide links between walking and cycling routes.
- Develop additional recreational and sporting facilities within parks and open spaces.
- Deliver green infrastructure (such as parks) through the Dublin Urban Rivers Life Project.
- Continue the expansion of the allotment schemes (community gardens) across the county.
- Implement actions in line with the All Ireland Pollinator Plan. (The latter is a Plan to create an environment where bees and other pollinating insects can survive and thrive).
- Increase the tree canopy cover in the county through the continued tree planting and replacement programme.
- Support delivery of the South Dublin Tourism Strategy.
- Support policies and objectives to protect the biodiversity of the environment in both rural and urban settings.

Objective 4: Manage Regulatory, Licensing and Enforcement requirements, including Service Level Agreements

- Deliver litter and waste enforcement services to ensure consistently high standards of cleanliness in the county.
- Work with the Environmental Protection Agency on all aspects of waste licensing, and agree and deliver the county's annual Environmental Inspection Plan.
- Manage the annual national waste prevention, management and enforcement priorities.
- Work to achieve the waste management and

recycling targets of the Eastern Midlands Region Waste Management Plan.
- Manage the council's waste facilities and waste management activities to comply with waste licences and legislation.
- Administer and monitor compliance under the Control of Horses and Control of Dogs legislation.
- Implement the council's service level agreement with the Food Safety Authority of Ireland.
- Deliver annual service plans in drinking water and wastewater services as agents for Irish Water under the service level agreement.
- Implement the programme of measures arising from the River Basin Management Plan 2018 - 2021. (This is plan of actions that Ireland follows to improve water quality and achieve good status in water bodies like rivers, lakes and coastal waters.)
- Support the delivery of Dublin's Emergency and Fire Services.
- Implement the Dublin Environmental Noise Action Plan 2019 – 2023.
- Maintain and improve air quality monitoring in the county.

Corkagh Park

5. Organisational capacity and accountability

Objective 1: Support the policy and leadership role of councillors in providing effective local government.

- Support the leadership role of the Mayor as the first citizen of South Dublin County.
- Ensure all Council meetings are properly managed in line with statutory requirements and are conducted with openness and transparency.
- Ensure adequate training is available to councillors.
- Support the system of election and the citizens' right to vote.

Objective 2: Deliver quality services that treat all service users with dignity, respect and equality.

- Develop a customer service model that makes full use of digital service provision as a more effective and efficient way of delivering services, as well as improving customer accessibility and customer experience.
- Review the Customer Charter every three years, or more often if there are significant changes in service provision.
- Develop a Human Rights and Equality Framework and report on developments and achievements.
- Deliver the Facilities Management and Maintenance programme to achieve our climate change targets, and provide accessible public buildings and healthy working environments.

Objective 3: Foster a strong governance culture in the organisation.

- Promote the governance principles and framework to ensure councillors, senior managers and staff understand their duties, roles and responsibilities and that all structures and controls work well.
- Develop and implement a performance and quality assurance framework to support delivery of the

corporate plan using digital dashboards (electronic visual information management system to track and analyse information from several sources).
- Ensure that the best possible procurement (buying) and value-for-money practices are applied to all spending.
- Manage and enable public access to information and data held by the Council in line with the principles of data protection and the public interest.

Objective 4: Build public trust through the delivery of effective communications and citizen engagement.

- Provide effective consultation procedures to support open and inclusive policymaking and infrastructure development.
- Develop engagement initiatives that increase public participation and build civic capacity.
- Develop PR campaigns that promote corporate achievements and raise awareness of the role and work of the Council.
- Develop best practice in digital communications governance that delivers effective messaging to support our goals and build transparency.
- Promote and monitor the implementation of the South Dublin County Council Irish Language Scheme and ensure compliance with the Official Languages Act 2003.
- Promote, implement and monitor our brand guidelines to raise our public profile.

Objective 5: Develop organisational capacity to actively support the delivery of the Corporate Plan objectives and the local government reform programme.

- Plan and deliver the organisation's workforce requirements.
- Be an employer of choice.
- Create a culture of continuous improvement, learning and development.

- Empower and enable our managers and supervisors to effectively manage staff performance and staff development.
- Promote positive employee relations and engagement.
- Create a fair, supportive and healthy working environment.

Objective 6: Advance the Council's use of information and communication technology (ICT) through secure, modern, and intelligent initiatives enabling better experiences and outcomes in service delivery

- Prepare an information and communications technology (ICT) strategic plan covering the 2020 – 2024 period.
- Ensure our cyber security is constantly reviewed, and that we respond both proactively and reactively to any threats that emerge.
- Ensure our ICT infrastructure and support services are always up to date.
- Use cloud technologies to modernise our approaches to work.
- Expand the use of geographical information and related technologies (for example, Eircodes, Google maps) into our work practice to improve service delivery and reduce costs.
- Provide modern workplace communication methods and make these available to all staff.
- Continue to expand our range of online services for the public.
- Develop dashboard capability for performance monitoring, reporting and knowledge management. (This will give us a glance overview of how we are doing in these areas.)
- Improve the effectiveness of our business processes, reducing costs and improving transactional efficiencies.
- Support project management throughout the organisation with appropriate tools and facilities.

Objective 7: Provide robust financial management and risk management systems

- Develop and provide the debt management unit to ensure timely income billing and debt management across the organisation.
- Promote new best-practice processes to ensure that our suppliers are paid efficiently and promptly,
- including the implementation of 'E Invoicing' (electronic billing rather than paper-based invoices).
- Continue to implement and improve the capital project monitor system (a system that tracks costs, working time, and so on).
- Facilitate the continuous review of the corporate risk register and ensure our insurance policies and risk-reducing strategies are suitable for the risks identified.
- Develop and deliver a rates revision process to ensure all rateable properties are valued to yield maximum income.
- Facilitate and manage the budget strategy consultation process, including the local property tax variation procedure.
- Prepare, manage and monitor the capital budget.
- Support and improve cash flow, and financial management best practice within the organisation.
- Prepare the annual accounts for audit to comply with the set format and the Local Authority Accounting in Ireland Code of Practice and Accounting Regulations.
- Promote better financial understanding and provide financial system training within the organisation.
- Identify opportunities to develop the core value-for-money principles of efficiency, effectiveness and economy in all our activities.

Flavours of South Dublin

Implementing, monitoring and reviewing

This plan sets out our priorities, the demands and challenges that face us, and what we hope we can achieve over the next five years. Circumstances will change, and so we must adapt to such changes during the lifetime of this plan. We will identify these changing circumstances by ongoing monitoring and reviewing. To do this, we research and prepare a range of reports on our activities and services, and we keep up to date with national policy by reviewing and implementing Government plans and directives.

The oversight, monitoring and reporting mechanisms that we produce and are guided by are:

- Customer Service Action Plan
- Annual Budget
- Annual Service Delivery Plan
- Team plans and personal development plans under the Performance Management and Development System
- Chief Executive's Monthly Report
- Rolling three-year Capital Programme
- Annual Quality Assurance Report under the Public Spending Code
- Annual review by the Corporate Policy Group and preparation of the Annual Corporate Plan Achievement's Report
- National Performance Indicators
- Annual Report
- Annual Financial Statement
- Audit Committee Annual Report
- Local Government Annual Report
- National Oversight and Audit Commission reports

The Council will produce an annual service delivery plan for each of the five years of the Corporate Plan. These annual plans will set out the service targets and show what each department hopes to achieve in that year.

At the core of these annual service delivery plans will be the performance management and development system operating across the Council. This performance management process links people with tasks, using both team plans and personal development plans.

The Chief Executive's report is presented to elected members at a council meeting every month. This report details important achievements on the delivery of the Corporate Plan as well as highlights of key service delivery statistics and progress made on the targets set out within the service delivery plan for that year.

Throughout the lifetime of this plan, the Corporate Policy Group and senior management team will carry out an annual review of the plan and report to the Council each year. This will then be included in the Annual Report for that year.

Performance Indicators and baseline data

Appendix 3 sets out relevant high-level data (information) about key functions and services South Dublin County Council are performing. This data aims to establish a baseline of high-level, output / outcome-focused data across Corporate Plan objectives. This baseline data (starting information) will help us to measure our performance and achievements, and guide our future plans.

Appendix 1
Human Rights and Equality Framework

South Dublin County Council recognises the need to eliminate discrimination, promote equality of opportunity, and protect the human rights of service users and staff throughout the preparation of this plan.

This Human Rights and Equality Framework has been developed as part of our commitment. It presents an assessment of human rights and equality issues to be considered in carrying out the Council's functions and services, and states how these issues are being or will be addressed. We will continue to work on the framework and report in a way that is accessible to the public. We will report on the developments and achievements under this framework in our annual report throughout the lifetime of this plan, in line with the requirements of Section 42 of the Irish Human Rights and Equality Commission Act 2014.

The framework has three parts as follows:

1. Assessment of the human rights and equality issues relevant to the functions and purpose of the Council

South Dublin County Council provides and funds a broad range of services, including housing, roads and street lighting, walking and cycling routes, parks and playgrounds, libraries, sports facilities, litter control, arts centres, planning, enterprise units, community infrastructure and financial supports through a variety of grants. It also serves as a platform for local democracy with 40 councillors distributed across seven electoral areas. As a public body serving and supporting diverse communities, equality and human rights considerations apply across the breadth of our functions.

However, we have identified the following functions to which human rights and equality considerations are particularly essential:

Housing: Within the law and subject to our statutory obligations, our function as a Housing Authority is to enable every individual or family to have a home available to them that is suited to their needs, is in a good environment, and, as far as possible, is on a tenure basis of their choice – for example to rent, to buy.

The diverse housing remit includes providing housing and accommodation for disabled people, Travellers, homeless people and older people. It also includes administering housing adaptation grants, maintenance, housing welfare and tenancy support.

Community:
We are responsible for providing accessible and inclusive community, arts, sports and leisure facilities and related grants. This includes providing a dedicated Social Inclusion Unit that offer support to community groups working with a range of individuals and organisations.

Customer Services:
We should provide customer services that recognise the diverse needs of the communities we serve. For example, we provide Irish sign language or foreign language interpreters, and literacy-friendly, accessible documents.

Planning and development:
Our planning function includes administering Disability Access Certificates.

Procurement:
Our procurement (buying) practices should include products and services that are underpinned by universal design and equality.

Policy development and implementation:
Our Council policies and plans and their implementation should be checked and proofed to ensure that they are equal and inclusive for all.

Human Resources:
We must ensure that human resource practices, including recruitment and staff welfare, are compliant with best practice regarding equality and human rights.

Roads and transportation:
We must provide and maintain suitable pedestrian facilities, we must make equal access for all a priority when we are spending our budget.

Allocation of grants:
The grants we administer should support and encourage access, equality and human rights.

2. Address issues through policies, plans and actions that are in place or proposed to be put in place

The Council has policies, plans and strategies in place to support helping, and delivering services, to people in the county who experience marginalisation – for example, Travellers, women, disabled people, Lesbian, Gay, Bisexual, Transgender (LGBT) individuals, non-Irish nationals, young people and other marginalised or minority groups.

There are many examples of activities that show the Council's commitment, not only to equality, but to achieving **substantive equality** (positive outcomes for those with specific differences) for citizens, customers, and visitors in programmes and services such as:

- South Dublin County Disability Advisory and Consultative Panel
- South Dublin County Social Inclusion Week
- National Accessibility Week
- Health and Well-being Week
- Ongoing commitment to be a literacy-friendly local authority
- Accessible website and a high level of accessibility provided across Council facilities, buildings and services
- Online Consultation portal
- Inclusive communications such as Audio Frequency Induction Loops (AFILs), interpretation and signage
- Family friendly initiatives such as flexible working options

The Council also has a range of policies and strategies that show its commitment to, and support for, promoting and protecting equality and human rights, internally and externally, as listed below.

All policies will continue to be proofed and checked to ensure the Council consistently applies the principles of eliminating discrimination, promotes equality of opportunity and protects the human rights of our members, service users and staff.
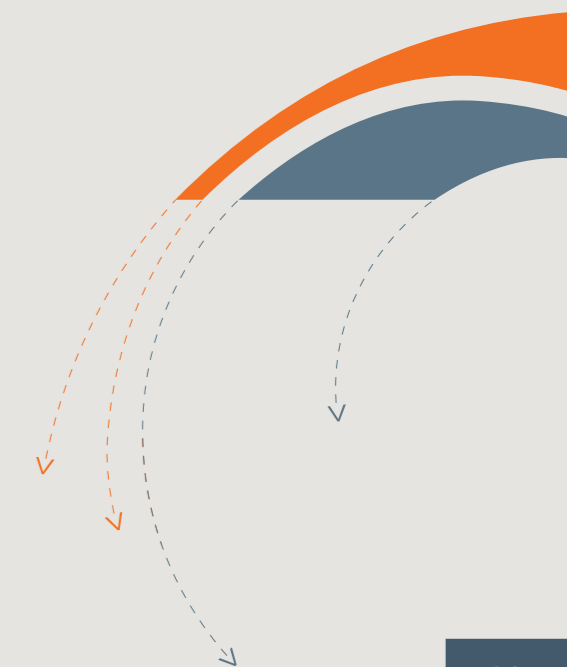
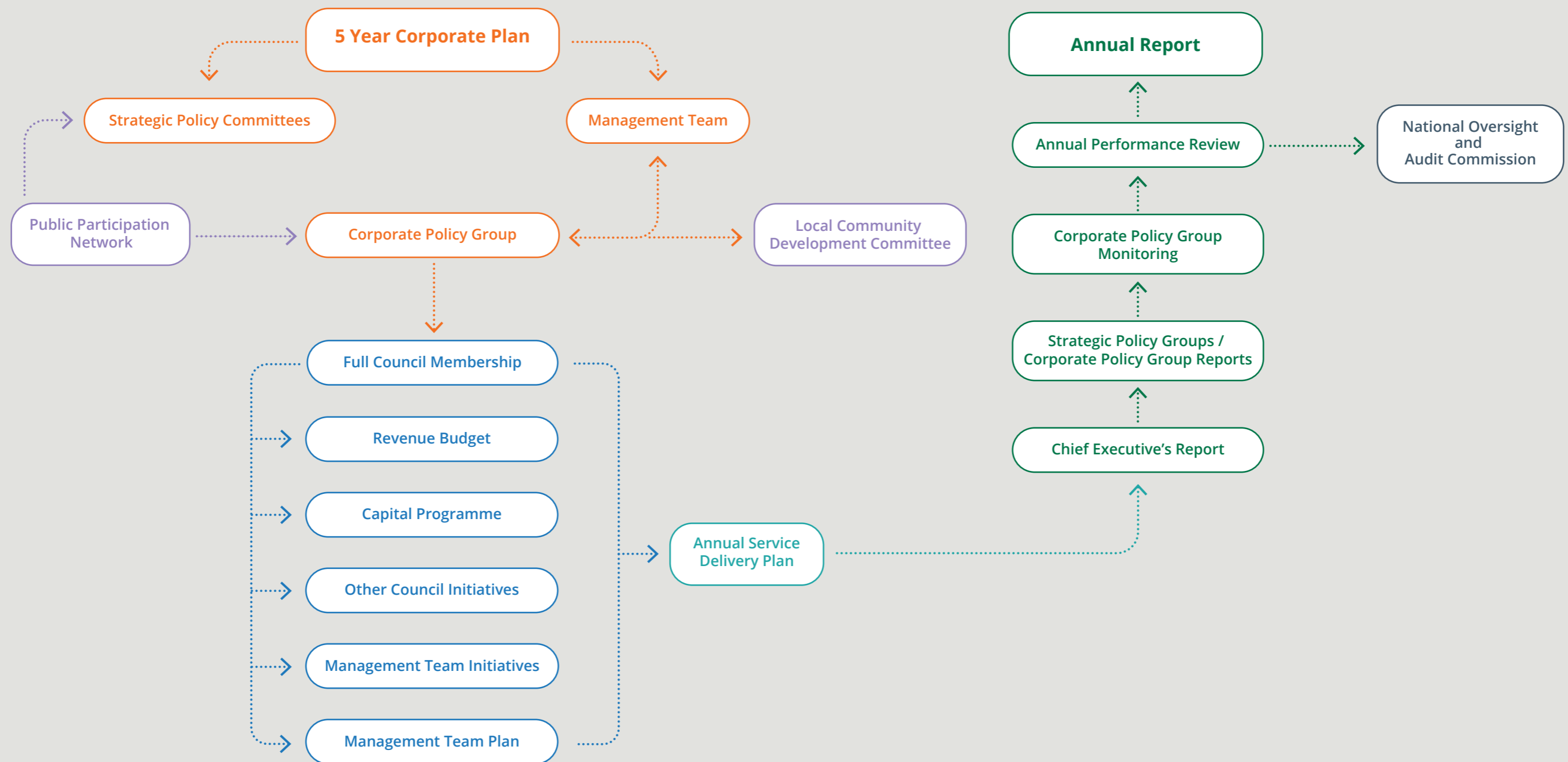Policies and strategies supporting equality and Human Rights:
- Customer Service Action Plan and Citizens Charter
- Disciplinary Policy and Procedure
- Dignity at Work Policy
- Data Protection Policy
- Digital Governance Policy and Internal and external communications plans
- Equal Opportunities Policy
- Grievance Policy and Procedure
- Health and Safety at Work
- Literacy Friendly Action Plan
- Parental Leave Policy
- Policy and Procedures for the Protection and Safeguarding of Children
- Policy for the Employment of Disabled People
- South Dublin County Development Plan 2016 – 2022
- South Dublin County Integration Strategy 2019 - 2023
- Social Inclusion Policy
- Traveller Accommodation Programme 2019 – 2024

3. Report on developments and achievements in our annual report

A working group made up of people from all our departments will be established to support the ongoing development of this framework. Reports on progress will be included in the Annual Reports over the lifetime of this Corporate Plan.

5 Year Corporate Plan

Annual Report

Strategic Policy Committees

Management Team

Annual Performance Review

National Oversight and Audit Commission

Public Participation Network

Corporate Policy Group

Local Community Development Committee

Corporate Policy Group Monitoring

Full Council Membership

Strategic Policy Groups / Corporate Policy Group Reports

Revenue Budget

Chief Executive's Report

Capital Programme

Annual Service Delivery Plan

Other Council Initiatives

Management Team Initiatives

Management Team Plan

Appendix 2
Annual work plan and implementation chart

The chart explains how our 5-year Corporate Plan and other plans like the Annual Service Delivery Plan and our Annual Report link together. It includes the various policy and network supports, oversight arrangements, as well as practical supports like budgets and initiatives.

Appendix 3
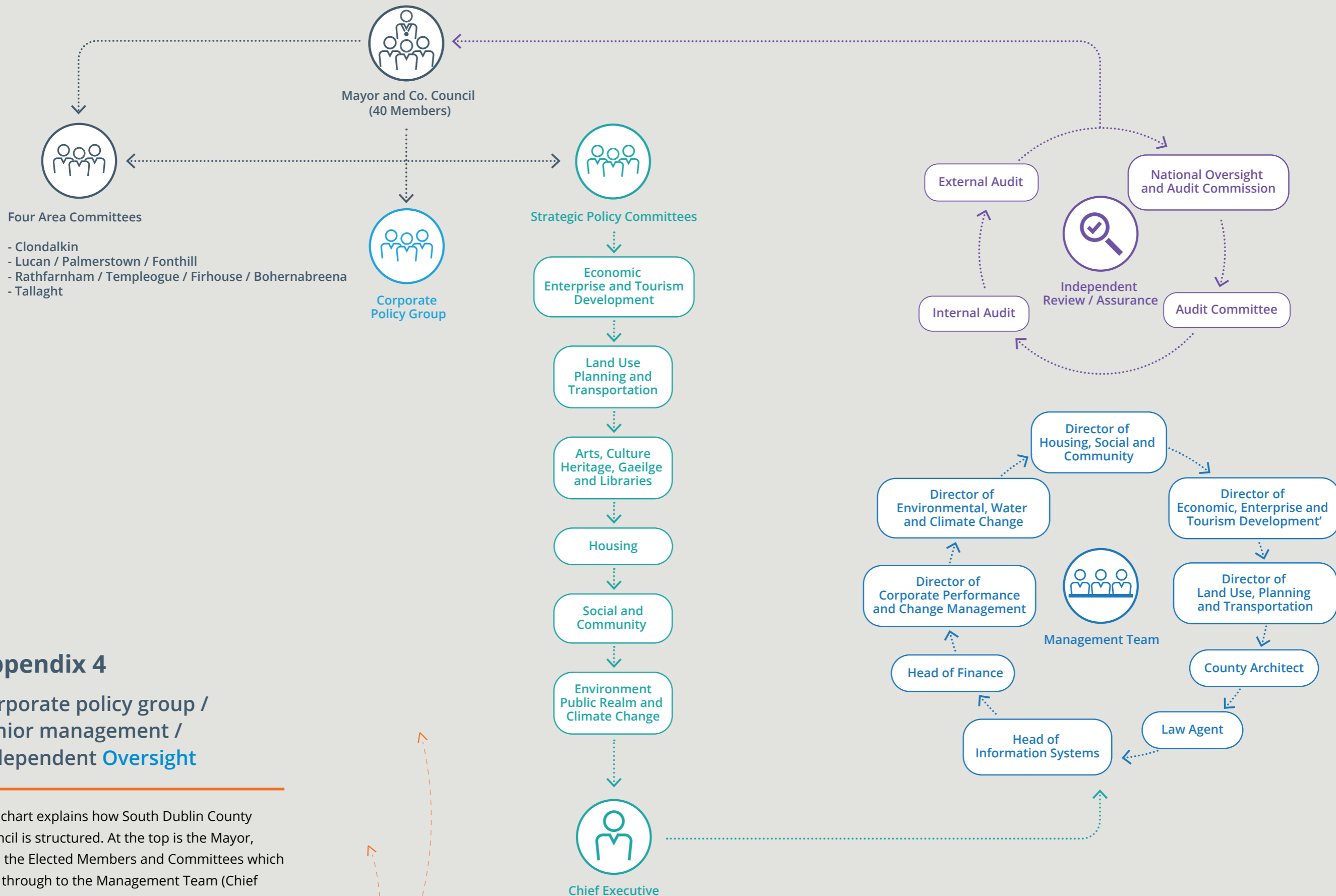## Performance indicators and baseline data

The following local service indicators have been chosen for measurement during the plan period in addition to, and separate from, the national service indicators overseen by the National Oversight and Audit Commission (NOAC).

Corporate Plan Goals	Measurement / Indicator – in numbers Number of:	Baseline Data for 2019
Economic, enterprise and tourism development	Business support initiatives and expenditure	35 (€300,000 expenditure)
	Jobs created or supported in Grangecastle Business park	6,000 (incl. construction), 5,400 supported
	Economic development land disposals	20
	Active library members	47,462
	Library space in metres squared (m2)	5,798
	Festivals / tourism events	11
Land use, planning and transportation	Private homes completed (Q4 2018 to Q3 2019)	1,107
	New and upgraded footpaths - in metres squared (m2)	74,644
	New and upgraded cycle paths - in metres squared (m2)	7,508
	Village and district centre enhancement schemes completed	1
	Public LED lighting upgrades completed	1,736
	% of pre-planning meetings held within eight weeks of request	54%
Housing, social and community development	New housing allocations	618
	Homeless exits / preventions	738
	Amount of planned maintenance expenditure	€1.7 M
	Interagency meetings	39
	Visitors to council leisure facilities	593,463
	Participants on council-led sports and health and well-being initiatives	136,187
Environment, water and climate change	Climate action initiatives under climate action plan	43
	Properties protected by flood protection schemes	0
	Local authority Energy savings	29.6%
	Trees planted	1,914
	Environmental / climate action awareness sessions	131
	New play spaces / teen spaces / pitches	15
Organisational capacity and accountability	People on the electoral register	194,497 (96% of eligible census population)
	Customer queries received	78,006
	Customer queries closed within deadline	72,814 (93%)
	Members Reps (matters raised by Elected Members) received	9,609
	Members reps closed within deadline	4,925 (51%)
	Freedom of Information / Data Access requests responded to	287
	Citizens who actively engaged with us through our consultation portal, citizens survey, and participatory budgeting votes cast.	6,164
	Learning and development courses per staff member	2.78 (average)

Grange Castle

Mayor and Co. Council (40 Members)

Four Area Committees

- Clondalkin
- Lucan / Palmerstown / Fonthill
- Rathfarnham / Templeogue / Firhouse / Bohernabreena
- Tallaght

Corporate Policy Group

Strategic Policy Committees

Economic Enterprise and Tourism Development

Land Use Planning and Transportation

Arts, Culture Heritage, Gaeilge and Libraries

Housing

Social and Community

Environment Public Realm and Climate Change

Chief Executive

External Audit

National Oversight and Audit Commission

Independent Review / Assurance

Internal Audit

Audit Committee

Director of Housing, Social and Community

Director of Environmental, Water and Climate Change

Director of Economic, Enterprise and Tourism Development'

Director of Corporate Performance and Change Management

Management Team

Director of Land Use, Planning and Transportation

Head of Finance

County Architect

Head of Information Systems

Law Agent

Appendix 4

Corporate policy group / Senior management / Independent Oversight

This chart explains how South Dublin County Council is structured. At the top is the Mayor, then the Elected Members and Committees which flow through to the Management Team (Chief Executive, Directors / Heads of Service, Law Agent and County Architect).

Appendix 5

Consultation process

An extensive consultation process contributed to the preparation of this plan. The breakdown is as follows:

- 394 people took part in our online survey,
- 59 external stakeholder groups were consulted, and over 60 workshops were held with staff, elected members and external stakeholders.

Our Council policies and plans and their implementation should be checked and proofed to ensure that they are equal and inclusive for all.

1. Age-Friendly County Alliance
2. Aras Chrónáin
3. Association of Irish Local Government
4. Comhairle na nÓg
5. Clondalkin Local Drugs and Alcohol Task Force
6. Department of Agriculture, Food and the Marine
7. Department of Business, Enterprise and Innovation
8. Department of Children and Youth Affairs
9. Department of Communications, Climate Action and the Environment
10. Department of Culture, Heritage and the Gaeltacht
11. Department of Defence
12. Department of Education and Skills
13. Department of Employment Affairs and Social Protection
14. Department of Finance
15. Department of Foreign Affairs and Trade
16. Department of Health
17. Department of Housing, Planning and Local Government
18. Department of Justice and Equality
19. Department of Public Expenditure and Reform
20. Department of Rural and Community Development
21. Department of Transport, Tourism and Sport
22. Department of the Taoiseach
23. Dublin 12 Local Drugs and Alcohol Task Force
24. Dublin and Dún Laoghaire Education and Training Board
25. Eastern and Midlands Regional Assembly
26. Environmental Protection Agency
27. Enterprise Ireland
28. Fáilte Ireland
29. Healthy Ireland
30. IBEC
31. IDA Ireland
32. Local Authority Members Association
33. National Disability Authority
34. National Roads Authority
35. National Transport Authority
36. Oireachtas Members
37. Regional Health Forum, Dublin - Mid-Leinster
38. Road Safety Authority
39. South Dublin Chamber
40. South Dublin Children and Young People's Services Committee
41. South Dublin County Childcare Committee
42. South Dublin County Comhairle na nÓg
43. South Dublin County Council Heritage Forum
44. South Dublin County Disability Advisory and Consultative Panel
45. South Dublin County Joint Policing Committee
46. South Dublin County Local Community Development Committee
47. South Dublin County Migrant Integration Forum
48. South Dublin County Partnership
49. South Dublin County Public Participation Network
50. South Dublin County Sports Partnership
51. South Dublin County Traveller Accommodation Consultative Committee
52. South Dublin County Volunteer Centre
53. South Western Regional Drugs and Alcohol Task Force
54. Tallaght Community Arts Centre
55. Tallaght Drugs and Alcohol Task Force
56. Tallaght Hospital
57. Tallaght Stadium
58. Tusla Child and Family Agency
59. TU Dublin, Tallaght Campus

Appendix 6

List of strategies and policies considered

This appendix lists the strategies and policies we considered when developing this corporate plan. We list these here under the following headings:
1. National / EU
2. Regional
3. Local

1. National / EU
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014 - 2020
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- Department of Housing, Planning and Local Government Statement of Strategy
- National Cyber Security Strategy
- National Digital Strategy
- eGovernment Strategy
- EU 'Floods' Directive
- EU Strategy on Adaptation to Climate Change
- European Flood Awareness System (EFAS)
- Local government ICT Strategy implementation Plan
- National CFRAM programme Flood Risk Management Plan
- National Adaptation Framework (2018)
- National Broadband Plan
- National Development Plan
- National Disability Inclusion Strategy 2017 - 2021
- National Flood Forecasting and Warning Service
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for People with a Disability
- National LGBTI+ Inclusion Strategy 2019 - 2021
- National Planning Framework 2040
- National Social Enterprise Policy for Ireland 2019 - 2022
- National Traveller and Roma Inclusion Strategy 2017 - 2021
- National Vacant Housing Reuse Strategy
- Open Data Strategy 2017 – 2022
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- Our Public Service 2020
- People, Place and Policy – Growing Tourism to 2025
- Performance Indicators in Local Authorities annual reports
- Public service Data strategy 2019 - 2023
- Rebuilding Ireland
- River Basin Management Plan for Ireland 2018-2021.
- Strategy for the Future Development of National and Regional Greenways
- Sustainable, Inclusive and Empowered Communities 2019 - 2024
- The National Language Strategy 2010 - 2030
- Water Services Policy Statement 2018 - 2025
- Wind Energy Development Guidelines

2. Regional
- ERDF Operational Programmes 2014 - 2020
- Flood Risk Management Plans
- Regional Planning Guidelines
- Eastern and Midland Regional Spatial and Economic Strategy
- Dublin Regional Enterprise Plan 2020
- NTA Transport Strategy for the Greater Dublin Area 2016 - 2035
- Eastern - Midlands Regional Waste Management Plan 2015 - 2021

3. Local
- A Jobs Strategy for South Dublin County
- Annual Service Delivery Plans
- Anti-Social Behaviour Strategy
- Climate Change Action Plan 2019 – 2024
- Connecting for Life Dublin South- the Suicide Prevention Action Plan 2018 - 2020
- County Development Plan 2016 - 2022
- Customer Service Action Plan and Citizens Charter
- Dublin Regional Enterprise Strategy 2017 - 2019
- Economic Development Strategy
- Economic Development Strategy Action Plan
- Healthy South Dublin County 2019 – 2022

- Joint Policing Committee 2017 - 2022
  Strategic Plan
- Literacy Friendly Action Plan
- Living with Trees - SDCC's Tree Management
  Policy and Programme
- Local Digital Strategy in preparation
- Local Economic and Community Plan 2016 - 2021
- South Dublin County Council Major
  Emergency Plan
- Open to you South Dublin Libraries Development
  Plan 2018 - 2022
- Road Safety Strategy for 2016 - 2020 and Road
  Safety Together Working Group
- South Dublin County Arts Development Strategy
  2016 - 2020
- South Dublin Disability Accommodation Strategy
- South Dublin County Council Integration Strategy
- South Dublin County Council Irish
  Language Scheme
- South Dublin County Development Plan
  2016 – 2022
- South Dublin County Integration Strategy
  2019 – 2023
- South Dublin Culture and Creativity Strategy
  2018 - 2022
- South Dublin Tourism Strategy 2016
- Tourism Marketing Strategy
- Traveller Accommodation Programme
  2019 – 2024

Appendix 7
Your councillors:

Clondalkin

Cllr. William Joseph Carey
Sinn Féin

wcarey@cllrs.sdublincoco.ie

Cllr. Kenneth Egan
Fine Gael

kegan@cllrs.sdublincoco.ie

Cllr. Trevor Gilligan
Fianna Fáil

tgilligan@cllrs.sdublincoco.ie

Cllr. Shirley O'Hara
Fine Gael

sohara@cllrs.sdublincoco.ie

Cllr. Peter Kavanagh
Green Party

pkavanagh@cllrs.sdublincoco.ie

Cllr. Eoin Ó Broin
Independent

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Cllr. Francis Timmons
Independent

ftimmons@cllrs.sdublincoco.ie

Firhouse – Bohernabreena

Cllr Clare O'Byrne
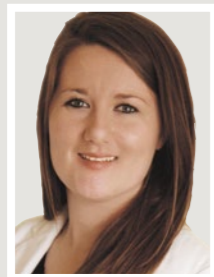Green Party
cobyrne@cllrs.sdublincoco.ie

Cllr. Alan Edge
Independent
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Cllr. Brian Lawlor
Fianna Fáil
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Cllr. Emma Murphy
Fianna Fáil
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Cllr. Deirdre O'Donovan
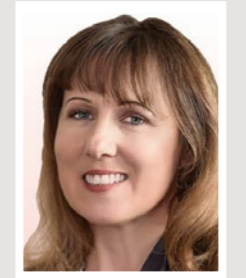Fianna Fáil
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Lucan

Cllr. Vicki Casserly
Fine Gael
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Cllr. Paul Gogarty
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Cllr. Liona O'Toole
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Cllr. Ed O'Brien
Fianna Fáil
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Cllr. Joanna Tuffy
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Palmerstown – Fonthill

Cllr. Alan Hayes
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Cllr. Madeleine Johansson
People Before Profit
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Cllr. Shane Moynihan
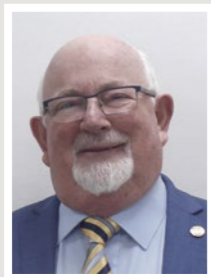**Fianna Fáil**
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Cllr. Gus O'Connell
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Cllr Lisa Kinsella-Colman
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Rathfarnham – Templeogue

Cllr Carly Bailey
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Cllr. Yvonne Collins
Fianna Fáil
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Cllr. Pamela Kearns
The Labour Party
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Cllr. David McManus
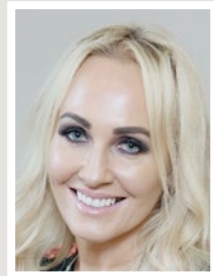**Fine Gael**
dmcmanus@cllrs.sdublincoco.ie

Cllr. William Priestley
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Cllr. Ronan McMahon
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Tallaght Central

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Cllr. Sandra Fay
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Cllr Patrick Pearse Holohan
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Cllr. Dermot Richardson
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Glossary

Term	Explanation
Biodiversity	"Bio" refers to life and 'living things' and "diversity" means wide range or variety. The word refers to the huge variety and variation of life that surrounds us. Maintaining a high level of diversity among plants, animals and all living things all around us is essential to keep the environment healthy and fit for human life. This includes diversity within species, between species and diversity of ecosystems. **www.biodiversityireland.ie**
Blueways	A connected stretch of rivers, lakes, canals and coastlines that provide opportunities for recreational activities like biking, canoeing and walking.
Cultural Infrastructure	Cultural infrastructure includes people, technology, cultural collections and buildings. Together, these components means that arts and cultural experiences can be planned and provided.
Children and Young People's Services Committees (CYPSC)	Interagency working (though committees) that improves the lives of children, young people and families in Ireland. **www.cypsc.ie/your-county-cypsc/south-dublin.234.html**
Civic capacity	Civic capacity is an individual characteristic that refers to a citizen's ability to take part in the political decision-making process. It includes skills like being able to discern facts and making judgments in the context of civic work.
Climate Change Mitigation	Refers to efforts to reduce or prevent emission of harmful gases like carbon dioxide and methane. Mitigation can mean using new technologies and renewable energies, making older equipment more energy efficient, or changing management practices or consumer behavior.
Cloud Technologies	Cloud computing is the on-demand availability of computing services over the internet. These services include servers, storage, databases, networking, software, analytics, and information.
fixyourstreet.ie	Fix Your Street enables anybody to submit reports about graffiti, leaks and drainage, potholes and damage to roads and paths, street lighting, and public green areas. **www.fixyourstreet.ie**
Foreign Direct Investment (FDI)	FDI is an investment made by a person or firm in one country into business interests in another country.
Forward Planning	Forward planning is a future-oriented exercise. It is concerned with the long-term future of a large area, and identifying opportunities for growth and development so that land can be managed in the best interests of the public.
Greenways	Greenway area - predominantly a traffic free path, designated for use by pedestrians, cyclists and other non-motorised users such as wheelchair users, families with buggies and so on.
Local Economic and Community Plan (LECP)	This is a six-year plan with objectives and actions to promote and support economic development and to promote and support local and community development by the local authority in partnership with other economic and community development stakeholders. **www.sdcppn.ie/resources/lecp**
Local Community Development Committee (LCDC)	Local Community Development Committees (LCDCs) are committees in each Local Authority area. They aim to improve strategic planning and co-ordination of local and community development activity.
Mobility projects	Actions to reduce traffic congestion and improve public transport options such as cycle paths.
Members Reps	The role of elected members is to represent the people in their area. The elected member can make an input to the local authority on behalf of the community about activities that affect their area. They can also ask questions or raise issues on behalf of both groups and individuals directly to the local authority and to other bodies. These questions are called 'Members Reps', and they can submit them to the local authority online through a specially designed IT system.
National Oversight and Audit Commission (NOAC)	National independent oversight (overseeing) organisation for the local government sector in Ireland. This involves the scrutiny of performance in general, and financial performance specifically. **www.noac.ie**
Public Realm	Public realm generally refers to all areas to which the public has access to like roads, streets, lanes, parks, squares and bridges and open spaces.
Performance Management and Development System (PMDS)	This is a formal process of self-evaluation and structured discussion. It aims to help the personal, professional, and career development of an individual member of staff.
Public Participation Network (PPN)	Public Participation Networks are collectives of environmental, social inclusion, community and voluntary organisations in a county or city. **www.sdcppn.ie**
Participatory budgeting	Participatory budgeting (PB) is a process of democratic deliberating and decision-making, in which ordinary people decide how to allocate part of a municipal or public budget.
Pocket park	A pocket park is a small park accessible to the general public. Pocket parks are frequently created on a single vacant building lot or on small, irregular pieces of land. They also may be created as part of the public space requirement of large building projects.
Risk Register	A Risk Register is a tool for documenting risks, and actions to manage each risk. The Risk Register is essential to the successful management of risk. As risks are identified they are logged on the register and actions are taken to respond to the risk.
Rightsizing strategy	Rightsizing is an older person's active, positive choice to move home as a way of improving their quality of life. The ability to rightsize depends on both the availability and accessibility of housing options that people feel would improve their quality of life. This often involves moving to smaller housing units.
Renewable Energies	Renewable energy is energy that has come from the earth's natural resources which can be used repeatedly and replaced naturally, such as wind and sunlight. Renewable energy is an alternative to the traditional energy that relies on fossil fuels, and it tends to be much less harmful to the environment.
Service Level Agreement (SLA)	A service-level agreement is a commitment between a service provider and a client. Particular aspects of the service – quality, availability, responsibilities – are agreed between the service provider and the service user.
Shared Service	A 'shared service' is where work is handed over to another local authority or branch of the Public Service who look after the same work for several local authorities, making it more cost-effective.
Substantive equality	Substantive equality recognises that policies and practices put in place to suit the majority of people may appear to be non-discriminatory but may not address the specific needs of certain groups of people.
Triple bottom line [principle]	The 'Triple Bottom Line' principle is an accounting framework with three parts: social, environmental and financial.
Taking in charge	When a residential development is completed in line with planning permission and other details, the developer may make a written request to the Planning Department to have the estate taken in charge. This includes maintenance of roads, footpaths and public lighting.
Voter.ie	Website for Dublin residents to register to vote. It is a service that enables citizens (Dublin residents only) to go online to add themselves to the Register of Electors (new applications, first time registration) or Change their address. **www.voter.ie**
Zoned Housing Land	Local authorities regularly draw up development plans and local area plans for their areas. Among other things, these plans outline the use to which land may be put, for example, land may be designated for residential use; for industrial, commercial, agricultural or recreational use as either open space or a mixture of those uses. This is generally described as "zoning". From time to time, the local authority may consider changing the designation of particular lands ("rezoning").